

UNITED STATES OF AMERICA NATIONAL LABOR RELATIONS BOARD CHARGE AGAINST EMPLOYER		DO NOT WRITE IN THIS SPACE Case 10-CA-151905 Date Filed 05-11-15	
INSTRUCTIONS: File an original and 4 copies of this charge with NLRB Regional Director for the region in which the alleged unfair labor practice occurred or is occurring.			
1. EMPLOYER AGAINST WHOM CHARGE IS BROUGHT			
a. Name of Employer  Best Operations, Inc. d/b/a McDonalds & McDonald's Corp., as Joint and Single Employers		b. Number of workers employed 1,000+	
c. Address  Store: 1721 Hendersonville Rd Asheville, NC 28803  McDonald's Corp., 2111 McDonald's Dr. Oak Brook, IL 60523	d. Employer Representative  Store: (b) (6), (b) (7)(C)  Corporate: Gloria Santana		e. Telephone No.  (b) (6), (b) (7)(C)
f. Type of Establishment Restaurant	g. Identify principal product or service Food Service		
h. The above-named employer has engaged in and is engaging in unfair labor practices within the meaning of section 8(a), subsection s(1) and (3) of the National Labor Relations Act, and these unfair labor practices are unfair practices affecting commerce within the meaning of the Act.			
2. BASIS OF THE CHARGE (Set forth a clear and concise statement of the facts constituting the alleged unfair labor practices.)			
Since on or about (b) (6), (b) (7)(C) 2015, the above named employer unlawfully interfered with, restrained, and coerced employees in the exercise of their rights under the Act by reducing the hours of (b) (6), (b) (7)(C) in retaliation for (b) (6), (b) (7)(C) strike activity.			
3. Full name of party filing charge (if labor organization, give full name, including local name and number) Southern Workers Organizing Committee			
4a. Address (street and number, city, state, and ZIP code)  2220 N. Roxboro Ave. Durham, NC 27701		4b. Telephone No. (b) (6), (b) (7)(C)	
5. Full name of national or international labor organization of which it is an affiliate or constituent unit (to be filled in when charge is filed by a labor organization)			
6. DECLARATION I declare that I have read the above charge and that the statements are true to the best of my knowledge and belief.   (Signature of representative or person making charge)  Paul Smith, Attorney (Title if any)			
Address Patterson Harkavy LLP, 100 Europa Dr. Suite 420 Chapel Hill, NC 27517		919.942.5200 (Telephone No.)	
(Date) 5/8/2015			
WILLFUL FALSE STATEMENTS ON THIS CHARGE CAN BE PUNISHED BY FINE AND IMPRISONMENT (U.S. CODE, TITLE 18, SECTION 1001)			



UNITED STATES GOVERNMENT  
NATIONAL LABOR RELATIONS BOARD

SUBREGION 11  
4035 University Pkwy Ste 200  
Winston Salem, NC 27106-3275

Agency Website: [www.nlrb.gov](http://www.nlrb.gov)  
Telephone: (336)631-5201  
Fax: (336)631-5210



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Mobile App

May 11, 2015

(b) (6), (b) (7)(C)

Best Operations, Inc. d/b/a McDonald's &  
McDonald's Corp., as Joint and Single Employers  
1721 Hendersonville Rd  
Asheville, NC 28803-3214

Gloria Santona  
McDonald's Corp.  
2111 McDonalds Dr  
Oak Brook, IL 60523-2199

Re: Best Operations, Inc. d/b/a McDonalds &  
McDonald's Corp., as Joint and Single  
Employers  
Case 10-CA-151905

Dear (b) (6), (b) (7)(C), Ms. Santona:

Enclosed is a copy of a charge that has been filed in this case. This letter tells you how to contact the Board agent who will be investigating the charge, explains your right to be represented, discusses presenting your evidence, and provides a brief explanation of our procedures, including how to submit documents to the NLRB.

**Investigator:** This charge is being investigated by Field Examiner JENNIFER G. CORBIN whose telephone number is (336)631-5196. If this Board agent is not available, you may contact Deputy Regional Attorney LISA R. SHEARIN whose telephone number is (336)631-5256.

**Right to Representation:** You have the right to be represented by an attorney or other representative in any proceeding before us. If you choose to be represented, your representative must notify us in writing of this fact as soon as possible by completing Form NLRB-4701, Notice of Appearance. This form is available on our website, [www.nlrb.gov](http://www.nlrb.gov), or from an NLRB office upon your request.

If you are contacted by someone about representing you in this case, please be assured that no organization or person seeking your business has any "inside knowledge" or favored relationship with the National Labor Relations Board. Their knowledge regarding this

proceeding was only obtained through access to information that must be made available to any member of the public under the Freedom of Information Act.

**Presentation of Your Evidence:** We seek prompt resolutions of labor disputes. Therefore, I urge you or your representative to submit a complete written account of the facts and a statement of your position with respect to the allegations set forth in the charge as soon as possible. If the Board agent later asks for more evidence, I strongly urge you or your representative to cooperate fully by promptly presenting all evidence relevant to the investigation. In this way, the case can be fully investigated more quickly.

Full and complete cooperation includes providing witnesses to give sworn affidavits to a Board agent, and providing all relevant documentary evidence requested by the Board agent. Sending us your written account of the facts and a statement of your position is not enough to be considered full and complete cooperation. A refusal to fully cooperate during the investigation might cause a case to be litigated unnecessarily.

In addition, either you or your representative must complete the enclosed Commerce Questionnaire to enable us to determine whether the NLRB has jurisdiction over this dispute. If you recently submitted this information in another case, or if you need assistance completing the form, please contact the Board agent.

We will not honor any request to place limitations on our use of position statements or evidence beyond those prescribed by the Freedom of Information Act and the Federal Records Act. Thus, we will not honor any claim of confidentiality except as provided by Exemption 4 of FOIA, 5 U.S.C. Sec. 552(b)(4), and any material you submit may be introduced as evidence at any hearing before an administrative law judge. We are also required by the Federal Records Act to keep copies of documents gathered in our investigation for some years after a case closes. Further, the Freedom of Information Act may require that we disclose such records in closed cases upon request, unless there is an applicable exemption. Examples of those exemptions are those that protect confidential financial information or personal privacy interests.

**Procedures:** We strongly urge everyone to submit all documents and other materials by E-Filing (not e-mailing) through our website, [www.nlr.gov](http://www.nlr.gov). However, the Agency will continue to accept timely filed paper documents. Please include the case name and number indicated above on all your correspondence regarding the charge.

Information about the Agency, the procedures we follow in unfair labor practice cases and our customer service standards is available on our website, [www.nlr.gov](http://www.nlr.gov) or from an NLRB office upon your request. NLRB Form 4541 offers information that is helpful to parties involved in an investigation of an unfair labor practice charge.

May 11, 2015

We can provide assistance for persons with limited English proficiency or disability.  
Please let us know if you or any of your witnesses would like such assistance.

Very truly yours,

Claude T. Harrell Jr.  
Regional Director

By:

A handwritten signature in black ink, appearing to read "Scott C. Thompson", with a long horizontal flourish extending to the right.

Scott C. Thompson  
Officer in Charge

Enclosures:

1. Copy of Charge
2. Commerce Questionnaire

**QUESTIONNAIRE ON COMMERCE INFORMATION**

Please read carefully, answer all applicable items, and return to the NLRB Office. If additional space is required, please add a page and identify item number.

**CASE NAME**

Best Operations, Inc. d/b/a McDonalds &amp; McDonald's Corp., as Joint and Single Employers

**CASE NUMBER**

10-CA-151905

**1. EXACT LEGAL TITLE OF ENTITY (As filed with State and/or stated in legal documents forming entity)****2. TYPE OF ENTITY**☐ CORPORATION ☐ LLC ☐ LLP ☐ PARTNERSHIP ☐ SOLE PROPRIETORSHIP ☐ OTHER (Specify )**3. IF A CORPORATION or LLC**

A. STATE OF INCORPORATION OR FORMATION

B. NAME, ADDRESS, AND RELATIONSHIP (e.g. parent, subsidiary) OF ALL RELATED ENTITIES

**4. IF AN LLC OR ANY TYPE OF PARTNERSHIP, FULL NAME AND ADDRESS OF ALL MEMBERS OR PARTNERS****5. IF A SOLE PROPRIETORSHIP, FULL NAME AND ADDRESS OF PROPRIETOR****6. BRIEFLY DESCRIBE THE NATURE OF YOUR OPERATIONS (Products handled or manufactured, or nature of services performed).****7. A. PRINCIPAL LOCATION:****B. BRANCH LOCATIONS:****8. NUMBER OF PEOPLE PRESENTLY EMPLOYED**

A. Total:

B. At the address involved in this matter:

**9. DURING THE MOST RECENT (Check appropriate box): ☐ CALENDAR YR ☐ 12 MONTHS or ☐ FISCAL YR (FY dates )**A. Did you **provide services** valued in excess of \$50,000 directly to customers outside your State? If no, indicate actual value. \$

YES NO

B. If you answered no to 9A, did you **provide services** valued in excess of \$50,000 to customers in your State who purchased goods valued in excess of \$50,000 from directly outside your State? If no, indicate the value of any such services you provided. \$C. If you answered no to 9A and 9B, did you **provide services** valued in excess of \$50,000 to public utilities, transit systems, newspapers, health care institutions, broadcasting stations, commercial buildings, educational institutions, or retail concerns? If less than \$50,000, indicate amount. \$D. Did you **sell goods** valued in excess of \$50,000 directly to customers located outside your State? If less than \$50,000, indicate amount. \$E. If you answered no to 9D, did you **sell goods** valued in excess of \$50,000 directly to customers located inside your State who purchased other goods valued in excess of \$50,000 from directly outside your State? If less than \$50,000, indicate amount. \$F. Did you **purchase and receive goods** valued in excess of \$50,000 from directly outside your State? If less than \$50,000, indicate amount. \$G. Did you **purchase and receive goods** valued in excess of \$50,000 from enterprises who received the goods directly from points outside your State? If less than \$50,000, indicate amount. \$**H. Gross Revenues from all sales or performance of services (Check the largest amount)**☐ \$100,000 ☐ \$250,000 ☐ \$500,000 ☐ \$1,000,000 or more If less than \$100,000, indicate amount.

I. Did you begin operations within the last 12 months? If yes, specify date: \_\_\_\_\_

**10. ARE YOU A MEMBER OF AN ASSOCIATION OR OTHER EMPLOYER GROUP THAT ENGAGES IN COLLECTIVE BARGAINING?**☐ YES ☐ NO (If yes, name and address of association or group).**11. REPRESENTATIVE BEST QUALIFIED TO GIVE FURTHER INFORMATION ABOUT YOUR OPERATIONS**

NAME

TITLE

E-MAIL ADDRESS

TEL. NUMBER

**12. AUTHORIZED REPRESENTATIVE COMPLETING THIS QUESTIONNAIRE**

NAME AND TITLE (Type or Print)

SIGNATURE

E-MAIL ADDRESS

DATE

**PRIVACY ACT STATEMENT**

Solicitation of the information on this form is authorized by the National Labor Relations Act (NLRA), 29 U.S.C. § 151 et seq. The principal use of the information is to assist the National Labor Relations Board (NLRB) in processing representation and/or unfair labor practice proceedings and related proceedings or litigation. The routine uses for the information are fully set forth in the Federal Register, 71 Fed. Reg. 74942-43 (Dec. 13, 2006). The NLRB will further explain these uses upon request. Disclosure of this information to the NLRB is voluntary. However, failure to supply the information may cause the NLRB to refuse to process any further a representation or unfair labor practice case, or may cause the NLRB to issue you a subpoena and seek enforcement of the subpoena in federal court.

**UNITED STATES OF AMERICA**  
**BEFORE THE NATIONAL LABOR RELATIONS BOARD**

**BEST OPERATIONS, INC. D/B/A MCDONALDS  
& MCDONALD'S CORP., AS JOINT AND  
SINGLE EMPLOYERS**

Charged Party

and

**SOUTHERN WORKERS ORGANIZING  
COMMITTEE**

Charging Party

**Case 10-CA-151905**

**AFFIDAVIT OF SERVICE OF CHARGE AGAINST EMPLOYER**

I, the undersigned employee of the National Labor Relations Board, state under oath that on May 11, 2015, I served the above-entitled document(s) by post-paid regular mail upon the following persons, addressed to them at the following addresses:

**(b) (6), (b) (7)(C)**

Best Operations, Inc. d/b/a McDonald's &  
McDonald's Corp., as Joint and Single  
Employers  
1721 Hendersonville Rd  
Asheville, NC 28803-3214

Gloria Santona  
McDonald's Corp.  
2111 McDonalds Dr  
Oak Brook, IL 60523-2199

May 11, 2015

Date

Lisa A. Davis, Designated Agent of NLRB

Name

/s/ Lisa A. Davis

Signature



UNITED STATES GOVERNMENT  
NATIONAL LABOR RELATIONS BOARD

SUBREGION 11  
4035 University Pkwy Ste 200  
Winston Salem, NC 27106-3275

Agency Website: [www.nlr.gov](http://www.nlr.gov)  
Telephone: (336)631-5201  
Fax: (336)631-5210



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May 11, 2015

Southern Workers Organizing Committee  
2220 N Roxboro Ave.  
Durham, NC 27704-4343

Re: Best Operations, Inc. d/b/a McDonalds &  
McDonald's Corp., as Joint and Single  
Employers  
Case 10-CA-151905

Dear Sir or Madam:

The charge that you filed in this case on May 11, 2015 has been docketed as case number 10-CA-151905. This letter tells you how to contact the Board agent who will be investigating the charge, explains your right to be represented, discusses presenting your evidence, and provides a brief explanation of our procedures, including how to submit documents to the NLRB.

**Investigator:** This charge is being investigated by Field Examiner JENNIFER G. CORBIN whose telephone number is (336)631-5196. If this Board agent is not available, you may contact Deputy Regional Attorney LISA R. SHEARIN whose telephone number is (336)631-5256.

**Right to Representation:** You have the right to be represented by an attorney or other representative in any proceeding before us. If you choose to be represented, your representative must notify us in writing of this fact as soon as possible by completing *Form NLRB-4701, Notice of Appearance*. This form is available on our website, [www.nlr.gov](http://www.nlr.gov), or at the Regional office upon your request.

If you are contacted by someone about representing you in this case, please be assured that no organization or person seeking your business has any "inside knowledge" or favored relationship with the National Labor Relations Board. Their knowledge regarding this proceeding was only obtained through access to information that must be made available to any member of the public under the Freedom of Information Act.

**Presentation of Your Evidence:** As the party who filed the charge in this case, it is your responsibility to meet with the Board agent to provide a sworn affidavit, or provide other witnesses to provide sworn affidavits, and to provide relevant documents within your possession. Because we seek to resolve labor disputes promptly, you should be ready to promptly present your affidavit(s) and other evidence. If you have not yet scheduled a date and time for the Board agent to take your affidavit, please contact the Board agent to schedule the affidavit(s). If you fail to cooperate in promptly presenting your evidence, your charge may be dismissed without investigation.

May 11, 2015

**Procedures:** We strongly urge everyone to submit all documents and other materials by E-Filing (not e-mailing) through our website [www.nlr.gov](http://www.nlr.gov). However, the Agency will continue to accept timely filed paper documents. Please include the case name and number indicated above on all your correspondence regarding the charge.

Information about the Agency, the procedures we follow in unfair labor practice cases and our customer service standards is available on our website [www.nlr.gov](http://www.nlr.gov) or from the Regional Office upon your request. *NLRB Form 4541, Investigative Procedures* offers information that is helpful to parties involved in an investigation of an unfair labor practice charge.

We can provide assistance for persons with limited English proficiency or disability. Please let us know if you or any of your witnesses would like such assistance.

Very truly yours,

Claude T. Harrell Jr.  
Regional Director

By:



Scott C. Thompson  
Officer in Charge

cc: Paul Smith, Attorney  
Patterson Harkavy LLP  
100 Europa Dr  
Ste 420  
Chapel Hill, NC 27517-2372



**From:** [Lauren Bonds](#)  
**To:** [Corbin, Jennifer G.](#)  
**Subject:** Re: McDonalds 10-CA-151905  
**Date:** Tuesday, May 12, 2015 4:27:03 PM

---

Hi Jennifer,

The union would like to withdraw the charge. After closer inspection this seems more like an issue we want to send to the DOL. Sorry to change course after you set up an affidavit time.

Thanks so much and I will have Paul send you an email withdrawing the charge.

Best,

Lauren

On Tue, May 12, 2015 at 4:04 PM, Corbin, Jennifer G. <[Jennifer.Corbin@nlrb.gov](mailto:Jennifer.Corbin@nlrb.gov)> wrote:

I am meeting with (b) (6), (b) (7)(C) Thursday at 4:30pm.

Thanks!

**From:** Lauren Bonds [mailto:[lauren.bonds@seiu.org](mailto:lauren.bonds@seiu.org)]  
**Sent:** Tuesday, May 12, 2015 1:23 PM  
**To:** Paul Smith  
**Cc:** Corbin, Jennifer G.  
**Subject:** Re: McDonalds 10-CA-151905

Hi Jennifer,

I have been unable to reach (b) (6), (b) (7)(C) today. But (b) (6), (b) (7)(C) is at (b) (6), (b) (7)(C)

On Tue, May 12, 2015 at 12:48 PM, Paul Smith <[psmith@pathlaw.com](mailto:psmith@pathlaw.com)> wrote:

Hi Jennifer –

I'm cc'ing Lauren Bonds to this email. Lauren – can you send along (b) (6), (b) (7)(C) contact information?

Thanks,

Paul

**Paul E. Smith**

Patterson Harkavy LLP

100 Europa Dr., Ste. 420

Chapel Hill, NC 27517

[\(919\) 942-5200](tel:(919)942-5200)

[\(866\) 397-8671](tel:(866)397-8671) fax

[www.pathlaw.com](http://www.pathlaw.com)

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---

**From:** Corbin, Jennifer G. [mailto:[Jennifer.Corbin@nlrb.gov](mailto:Jennifer.Corbin@nlrb.gov)]

**Sent:** Tuesday, May 12, 2015 9:54 AM

**To:** Paul Smith

**Subject:** McDonalds 10-CA-151905

This charge alleges that the hours of (b) (6), (b) (7)(C) were reduced.

I am going to be in Asheville on Thursday and could take (b) (6), (b) (7)(C) affidavit that afternoon.

Can you get me (b) (6), (b) (7)(C) contact information?

Thanks!

Jennifer Corbin, Board Agent

National Labor Relations Board, SubRegion 11

4035 University Parkway, Suite 200

P.O. Box 11467

Winston-Salem, NC 27116-1467

(Office) [336.631.5196](tel:336.631.5196)

(Fax) [336.631.5210](tel:336.631.5210)

--

Lauren Bonds

Law Fellow

Service Employees International Union

--

Lauren Bonds

Law Fellow

Service Employees International Union

**From:** [Paul Smith](#)  
**To:** [Lauren Bonds](#)  
**Cc:** [Corbin, Jennifer G.](#)  
**Subject:** RE: McDonalds 10-CA-151905  
**Date:** Tuesday, May 12, 2015 4:33:48 PM

---

Jennifer –

We'd like to withdraw this charge. Let me or Lauren know if you have any questions.

Thanks,

Paul

**Paul E. Smith**  
Patterson Harkavy LLP  
100 Europa Dr., Ste. 420  
Chapel Hill, NC 27517  
(919) 942-5200  
(866) 397-8671 fax  
[www.pathlaw.com](http://www.pathlaw.com)

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**From:** Lauren Bonds [mailto:[lauren.bonds@seiu.org](mailto:lauren.bonds@seiu.org)]  
**Sent:** Tuesday, May 12, 2015 1:23 PM  
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**Cc:** Corbin, Jennifer G.  
**Subject:** Re: McDonalds 10-CA-151905

Hi Jennifer,

I have been unable to reach (b) (6), (b) (7)(C) today. But (b) (6), (b) (7)(C) is at (b) (6), (b) (7)(C)

On Tue, May 12, 2015 at 12:48 PM, Paul Smith <[psmith@pathlaw.com](mailto:psmith@pathlaw.com)> wrote:  
Hi Jennifer –

I'm cc'ing Lauren Bonds to this email. Lauren – can you send along (b) (6), (b) (7)(C) contact information?

Thanks,

Paul

**Paul E. Smith**

Patterson Harkavy LLP  
100 Europa Dr., Ste. 420  
Chapel Hill, NC 27517  
[\(919\) 942-5200](tel:9199425200)  
[\(866\) 397-8671](tel:8663978671) fax  
[www.pathlaw.com](http://www.pathlaw.com)

*Confidentiality Notice* If you are not the intended recipient of this message, you are not authorized to intercept, read, print, retain, copy, forward, or disseminate this communication. This communication may contain information that is proprietary, attorney/client privileged, attorney work product, confidential or otherwise legally exempt from disclosure. If you have received this message in error, please notify the sender immediately either by phone, [\(919\) 942-5200](tel:9199425200), or by return email and destroy all copies of this message (electronic, paper, or otherwise). Thank you.

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**From:** Corbin, Jennifer G. [mailto:[Jennifer.Corbin@nlrb.gov](mailto:Jennifer.Corbin@nlrb.gov)]  
**Sent:** Tuesday, May 12, 2015 9:54 AM  
**To:** Paul Smith  
**Subject:** McDonalds 10-CA-151905

This charge alleges that the hours of (b) (6), (b) (7)(C) were reduced.  
I am going to be in Asheville on Thursday and could take (b) (6), (b) (7)(C) affidavit that afternoon.  
Can you get me (b) (6), (b) (7)(C) contact information?

Thanks!

Jennifer Corbin, Board Agent  
National Labor Relations Board, SubRegion 11  
4035 University Parkway, Suite 200  
P.O. Box 11467  
Winston-Salem, NC 27116-1467  
(Office) [336.631.5196](tel:3366315196)  
(Fax) [336.631.5210](tel:3366315210)

--

Lauren Bonds  
Law Fellow  
Service Employees International Union

**From:** [Thompson, Scott C.](#)  
**To:** [Shearin, Lisa R.](#)  
**Cc:** [Corbin, Jennifer G.](#)  
**Subject:** RE: McDonalds 151905  
**Date:** Wednesday, May 13, 2015 11:29:23 AM

---

Except that I had a double negative there. With neither, not without neither.

SCOTT C. THOMPSON  
*Officer-in-Charge*  
NLRB SubRegion 11  
Winston-Salem, North Carolina  
T: (336) 631-5240  
F: (336) 631-5210  
[Scott.C.Thompson@NLRB.gov](mailto:Scott.C.Thompson@NLRB.gov)

---


**From:** Shearin, Lisa R.  
**Sent:** Wednesday, May 13, 2015 11:24 AM  
**To:** Thompson, Scott C.  
**Cc:** Corbin, Jennifer G.  
**Subject:** RE: McDonalds 151905

My thoughts as well.

---

**From:** Thompson, Scott C.  
**Sent:** Wednesday, May 13, 2015 11:24 AM  
**To:** Shearin, Lisa R.  
**Cc:** Corbin, Jennifer G.  
**Subject:** RE: McDonalds 151905

Just put through the withdrawal. (b) (5)

A large black rectangular redaction box covers the text following "(b) (5)".

SCOTT C. THOMPSON  
*Officer-in-Charge*  
NLRB SubRegion 11  
Winston-Salem, North Carolina  
T: (336) 631-5240  
F: (336) 631-5210  
[Scott.C.Thompson@NLRB.gov](mailto:Scott.C.Thompson@NLRB.gov)

---

**From:** Shearin, Lisa R.  
**Sent:** Wednesday, May 13, 2015 10:55 AM  
**To:** Thompson, Scott C.  
**Cc:** Corbin, Jennifer G.  
**Subject:** McDonalds 151905

Just filed and Union has withdrawing on basis that they don't want to pursue NLRB but rather DOL.

(b) (5)

## **Regional Director Determination**

**Case Name(s):** Best Operations, Inc. d/b/a McDonalds & McDonald's Corp., as Joint and Single Employers      **Date:** 5/13/2015

**Case(s):** 10-CA-151905

**Agenda Date:** 5/13/2015

**Agenda Time:**

I agree with the recommendations to: (to be completed by RD or RD designee)





UNITED STATES GOVERNMENT  
NATIONAL LABOR RELATIONS BOARD

SUBREGION 11  
4035 University Pkwy Ste 200  
Winston Salem, NC 27106-3275

Agency Website: [www.nlrb.gov](http://www.nlrb.gov)  
Telephone: (336)631-5201  
Fax: (336)631-5210

May 14, 2015

Doreen S. Davis, Attorney  
Jones Day  
222 East 41st Street  
New York, NY 10017-6702

Michael S. Ferrell, Attorney  
Andrew Madsen, Attorney  
Jones Day  
77 West Wacker Drive, Suite 3500  
Chicago, IL 60601

Gloria Santona  
McDonald's Corp.  
2111 McDonalds Dr  
Oak Brook, IL 60523-2199

Re: Best Operations, Inc. d/b/a McDonalds &  
McDonald's Corp., as Joint and Single  
Employers  
Case 10-CA-151905

Dear Ms. Davis, Mr. Ferrell, Mr. Madsen, Ms. Santona:

This is to advise you that I have approved the withdrawal of the charge in the above matter.

Very truly yours,

Claude T. Harrell Jr.  
Regional Director

By:

A handwritten signature in black ink, appearing to read "Scott C. Thompson", written over a horizontal line.

Scott C. Thompson  
Officer in Charge

cc: (b) (6), (b) (7)(C)  
Best Operations, Inc. d/b/a McDonald's &  
McDonald's Corp., as Joint and Single  
Employers  
1721 Hendersonville Rd  
Asheville, NC 28803-3214  
  
Paul Smith, Attorney  
Patterson Harkavy LLP  
100 Europa Dr, Ste 420  
Chapel Hill, NC 27517-2372  
  
Southern Workers Organizing Committee  
2220 N Roxboro Ave.  
Durham, NC 27704-4343